



**CAPACITY BUILDING
MENTORSHIP PROGRAM**

**WSDOT & SOUND TRANSIT
PRESENT
THE CBMP SURVEY REPORT
REPORT DATE: 3/8/2022**

**2021-2022
PROGRAM YEAR**



PREPARED BY



At the time of this year-end Survey report, our region appears to be recovering from the devastating economic effects of the Covid-19 pandemic and projected to make a strong economic recovery.

Large Construction and Design firm Primes who are participating in our program –specifically cohort three and four–reported a strong showing of attainment of contracting opportunities with WSDOT and Sound Transit. Protégés also report contracting opportunities attained between \$25,000-\$65,000 and collectively reporting \$74M in projected revenues for 2022. 80.95% of protégés reported to have met consistently with their respective mentors; 100% reported making progress on their individualized development plan. The overall satisfaction rate respective of both mentors and proteges in the CBMP program for cohorts 3&4 were above 86%.

In spite of the overall satisfaction, it is important to highlight the suggestions for improvements in order to continuously improve the program. Only sixty-eight percent (68%) of responding protégés affirmed that their mentors helped them or are in the process of helping them participate in new contracts, with WSDOT, Sound Transit or private sector contracts. For the remaining thirty two percent (32%), they are still hoping for a chance to be awarded meaningful sub-contracts in size and value with their paired Primes.

Today, more than 50 Protégés have completed the program and, in spite of the many transitions, trials and difficulties we have encountered, the Capacity Building mentorship Program (CBMP) sponsors, administrator, mentors and Protégés are committed to grow, improve, and learn as we aim for continuous improvement and tangible results. The report demonstrates how the CBMP is critically important in providing economic inclusion to underrepresented and small firms in Washington State and the region.

The Minority Business Development Agency (MBDA) - Washington Business Center, as the program administrator, conducted the surveys for Cohorts 3-4 through an online survey platform for efficient and consolidated recordkeeping. This quarterly survey result captures responses from Cohorts 3&4 from December through January of 2022. We were able to capture results from the graduates of Cohort three; graduation occurred on January 12th 2022.

The Program remains a partnership involving Prime Construction and A&E firms to work together to address matters necessary to help enhance the success of the Protégés' business by helping them build technical capacity. Mentor focuses on assisting the Protégé in developing their technical capacity needed to develop the Protégé firm's capacity to bid and work on road-related projects.

This report summarizes the survey and covers a wide range of stakeholder options regarding the Program, and begins with a summary of the key findings drawn from the survey analysis and strategic recommendations for future endeavors. The recommendations are based on analysis of the survey data, face-to-face conversations, and phone interviews.

Specifically examined:

- The overall performance of the Program as it relates to increasing partnerships between established and developing firms.
- Progress being made on the Protégé's development plan
- Glean whether Mentors and Protégés are jointly pursuing projects
- Glean whether contracts are being awarded to Protégés
- Overall level of satisfaction of pairings and program

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COHORT 3 & 4 PARTICIPANTS

COHORT 3 Participants

| | Protégé Business Name | Paired Mentor Business Name |
|----|---|--------------------------------|
| 1 | Adept Mechanical Services, Inc | McKinstry |
| 2 | Ahora Construction | Hensel Phelps |
| 3 | Ato Apiafi Architects LLC | BCRA Design |
| 4 | Avalon Contracting Inc. | Granite Construction, Inc. |
| 5 | Diverse Contractors & Associates (DCA) | Seaburg |
| 6 | Ergosynch LLC | HDR Engineering |
| 7 | Jimale Technical Services | Hoffman Construction |
| 8 | LDC (Land Development Consultants, Inc.) | HNTB Corporation |
| 9 | Northsound Utility and Construction, Inc. | Mass Electric Construction Co. |
| 10 | Pacific CM | Pacific Pile and Marine |
| 11 | Reyes Engineering, Inc. | McMillen Jacobs Associates |
| 12 | RHC Engineering, Inc. | KBA |
| 13 | RHD Enterprises, Inc. | The Walsh Group |
| 14 | Subsurface Construction | Graham Contracting, Ltd |
| 15 | Tunista Construction, LLC. | Kiewit Infrastructure West Co. |
| 16 | UrbanTech Systems | Parametrix |

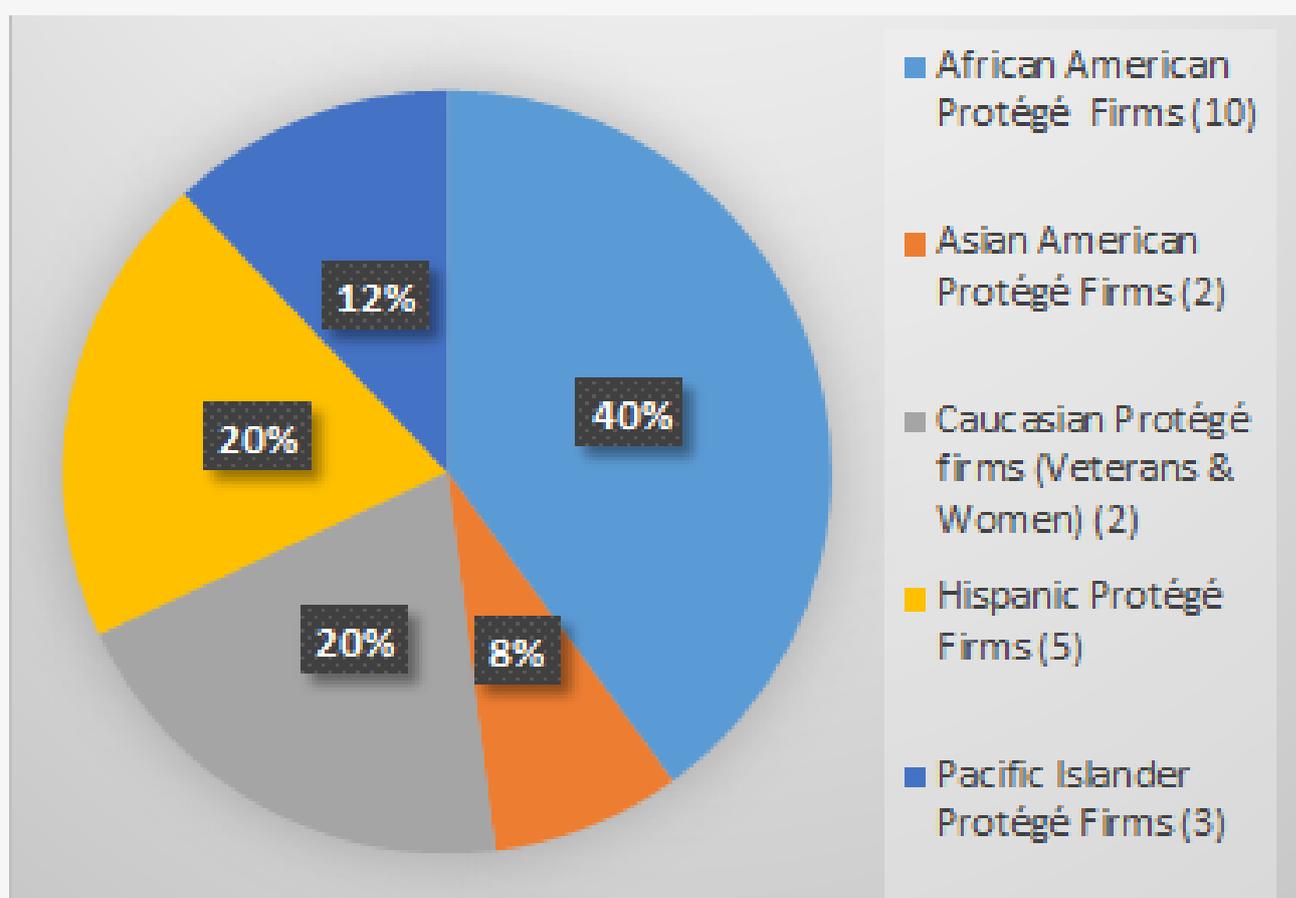
COHORT 4 Participants

| | Protégé Business Name | Paired Mentor Business Name |
|----|------------------------------|------------------------------|
| 1 | Advanced Government Services | Guy F. Atkinson |
| 2 | American Abatement and Demo | Hensel Phelps |
| 3 | Blue Trident, LLC | WSP USA, Inc. |
| 4 | CETS LLC | Vigor Fab |
| 5 | CR Construction, LLC | Granite Construction Company |
| 6 | Marwood General Construction | Tucci & Sons |
| 7 | Quality Development, LLC | Absher |
| 8 | Revere Marine, LLC | Vigor Fab |
| 9 | Robert Carrillo Enterprises | AA Asphaltting LLC |
| 10 | Taylor made Concrete LLC | Absher |
| 11 | Utility Mapping Services | HNTB |

Program Ethnic Breakdown Cohort 3 & Cohort 4

The Program Ethnic Breakdown includes the following:

- 10 African American Firms
- 2 Asian American Firms
- 5 Caucasian American Firms (Veterans & Women)
- 5 Hispanic American Firms
- 3 Pacific Islander Firms



"I COULDN'T BE MORE HAPPY WITH THE MENTORSHIP PROGRAM AND THE GROWTH AND DEVELOPMENT IT HAS PRODUCED IN OUR COMPANY!"
SHELTON BURR
ADEPT MECHANICAL SERVICES, INC.

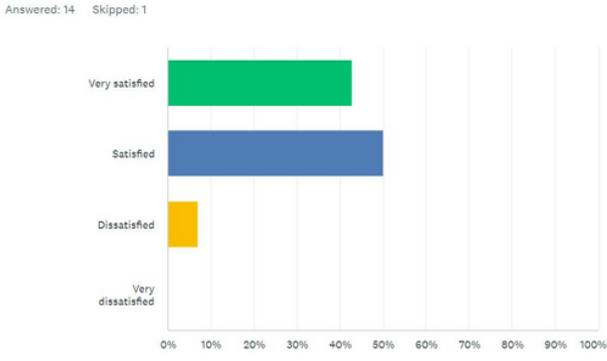


CBMP Program & Pairing Satisfaction Rating

• A total of 25 Protégés participated as cohorts of 3 & 4. 22 responded to the survey, Only one was dissatisfied with their mentor. 19 were satisfied or very satisfied with the program, 3 were dissatisfied.

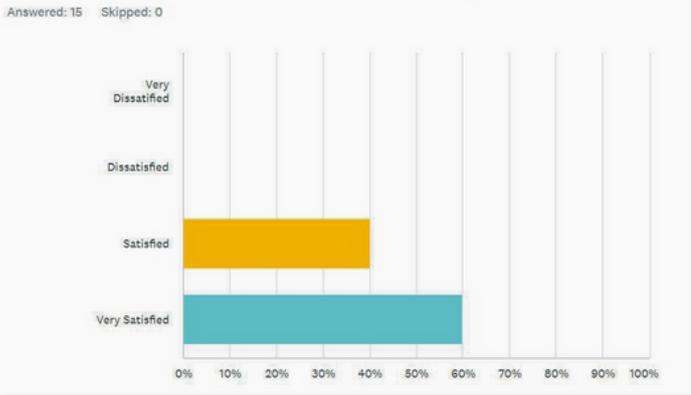
• A total of 22 Mentors participated as cohorts of 3 & 4. 15 responded to the survey and all were satisfied or very satisfied with their Protégés, 13 were satisfied or very satisfied with the CBMP. 1 was dissatisfied.

Overall, how satisfied are you with the Capacity Building Mentorship Program?



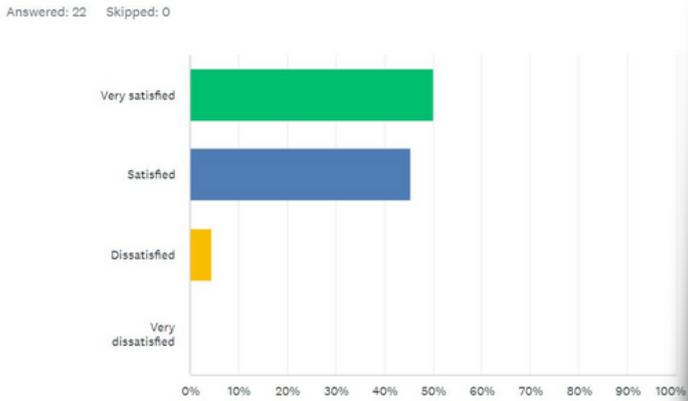
Mentors Satisfaction

Overall, how satisfied were you with your protégé?

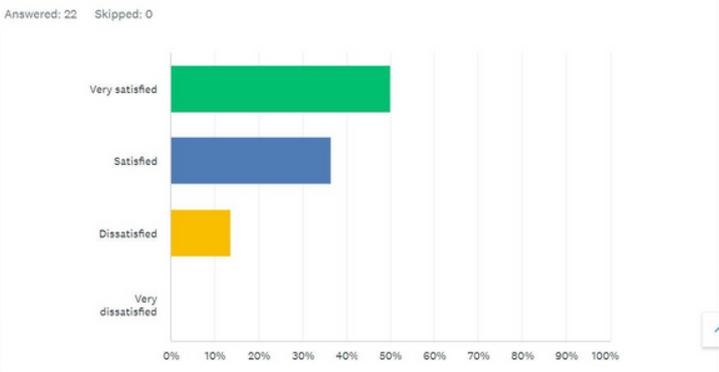


Protégés Satisfaction

Overall, how satisfied are you with your mentor?



Overall, how satisfied are you with the Capacity Building Mentorship Program?





CBMP Program & Pairing Satisfaction Rating

Mentors Satisfaction

| | STRONGLY DISAGREE | DISAGREE | AGREE | STRONGLY AGREE | TOTAL |
|--|-------------------|------------|-------------|----------------|-------|
| ▼ The experience of helping a protege on their projects was worthwhile | 0.00% 0 | 0.00% 0 | 33.33% 5 | 66.67% 10 | 15 |
| ▼ My Mentor experience has been a valuable addition to my business | 0.00% 0 | 0.00% 0 | 26.67% 4 | 73.33% 11 | 15 |

Protégés Satisfaction

| | STRONGLY DISAGREE | DISAGREE | AGREE | STRONGLY AGREE | TOTAL |
|--|-------------------|------------|--------------|----------------|-------|
| ▼ Capacity Building Mentorship Program is a worthwhile use of my time. | 4.55% 1 | 4.55% 1 | 31.82% 7 | 59.09% 13 | 22 |
| ▼ Mentor was available for consultations, observations, and demonstrations | 4.55% 1 | 0.00% 0 | 40.91% 9 | 54.55% 12 | 22 |
| ▼ I was available for consultations, observations, and demonstrations | 4.55% 1 | 0.00% 0 | 45.45% 10 | 50.00% 11 | 22 |
| ▼ Mentor was engaged and encouraged professional growth | 4.55% 1 | 4.55% 1 | 40.91% 9 | 50.00% 11 | 22 |
| ▼ My Mentor-Protege relationship has been a valuable addition to my business | 4.55% 1 | 4.55% 1 | 36.36% 8 | 54.55% 12 | 22 |

"HENSEL PHELPS HAS PARTNERED WITH ME IN EVERY ASPECT OF THE MENTOR PROTEGE PROGRAM. WE GREW OUR BUSINESS BY A MILLION IN REVENUE; WE GREW OUR BONDING CAPACITY; HELPED ME WALK THROUGH ADDING SEVERAL ADDITIONAL SERVICES THUS EXPANDING MY NAICS CODE; HELP SUPPORT ME WHEN I OBTAINED MY SBA 8A STATUS. HENSEL PHELPS HAS COMMITTED TO THIS DBE WMBE AND HELPED TO MAKE ME THINK, STRATEGIZE AND CONTINUE TO EXPAND SERVICES THAT I CAN HELP MY COMMUNITY WITH."

MARI BORRERO, AMERICAN ABATEMENT AND DEMO

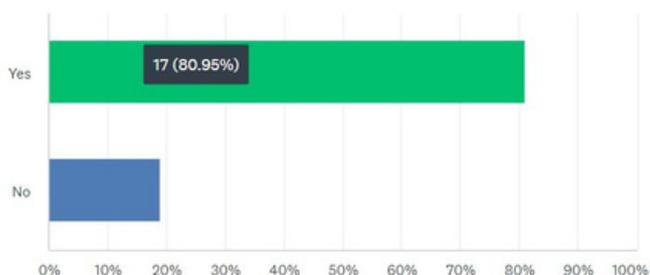
"GREAT PROGRAM, HATS OFF TO GRANITE CONSTRUCTION, ANDY THOMPSON. DID A GREAT JOB OF PROVIDING INFORMATIVE TALKS WITH THEIR KEY PERSON AS REQUESTED. GREAT TALKS, VERY INFORMATIVE AND WAS ABLE TO MAKE CHANGES INTERNALLY. STILL A WORK IN PROGRESS BUT ON THE RIGHT PATH.
SARA SLATTEN, CR CONSTRUCTION LLC



COMMUNICATION & DEVELOPMENT - Proteges

Have you met with your mentor on a monthly basis?

Answered: 21 Skipped: 1



If No, please explain:

- "Due to COVID-19" (3 responses)
- "Meetings occurred monthly initially but time constraints and demands on company personnel limited the time available for monthly meetings."
- "We met regularly the first year but during COVID we only had two meetings before our POC moved."

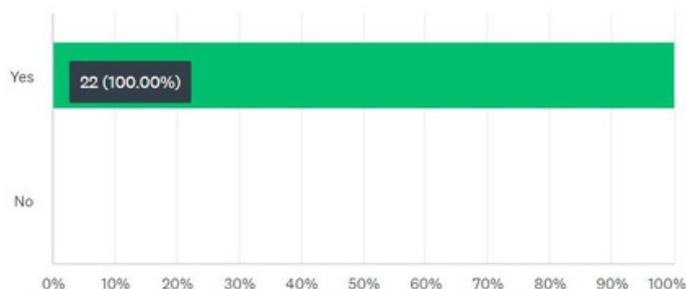
| ANSWER CHOICES | RESPONSES |
|-----------------------------|------------|
| Formally | 42.11% 8 |
| Informally | 42.11% 8 |
| Face to Face | 47.37% 9 |
| By phone or conference call | 100.00% 19 |
| Email | 84.21% 16 |
| Mail | 5.26% 1 |
| Text | 36.84% 7 |
| Webinars | 21.05% 4 |
| Total Respondents: 19 | |

80%
OUR PARTICIPANTS WHO MET ON A MONTHLY BASIS

100%
ALL OUR PROTEGES MADE PROGRESS IN THEIR DEVELOPMENT PLAN

Have you made progress on the training/development needs based on your development plan?

Answered: 22 Skipped: 0

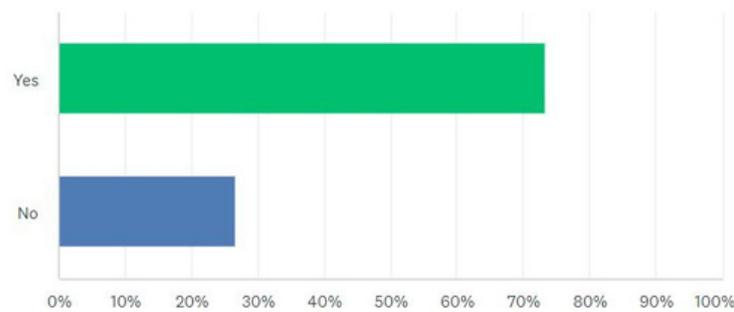




COMMUNICATION & DEVELOPMENT - Mentors

Have you been meeting monthly with your protégé to discuss a development plan?

Answered: 15 Skipped: 0

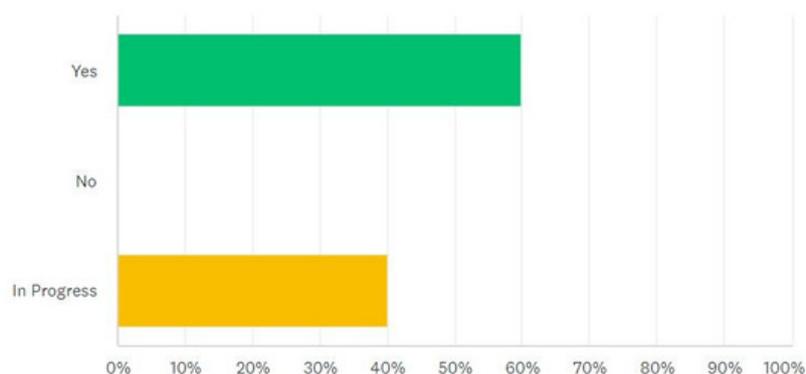


If No, please explain:

- "It was just too crazy last summer for both companies. We did talk, but not monthly. We plan to re establish a structured program going forward."
- "Meetings have not been frequent. Our protégé decided to not extend their contract formally with the program given their frustration with agency contracting issues/concerns."
- "The past year we met monthly, but the past 3 months, we have not. CR Construction has been prioritizing their building of work. Sara Slatten and I (Andrew Thompson) are continuing to plan and work within the development plan."
- "It has been much more about active pursuit/work together opportunities at this point and to discuss how they are growing."
- "We thought the program cohort 3 had ended at the end of 2020. We have not been meeting regularly since then, though we were meeting monthly prior to Feb 2021."

Are you providing your protege with the training/development needs based on their development plan?

Answered: 15 Skipped: 0

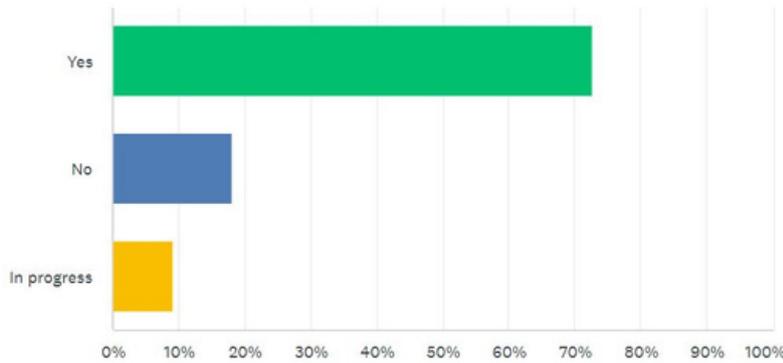


The Proteges' perspectives

Over \$74 Million
OUR PROTEGES TOTAL REVENUE
FOR 2021

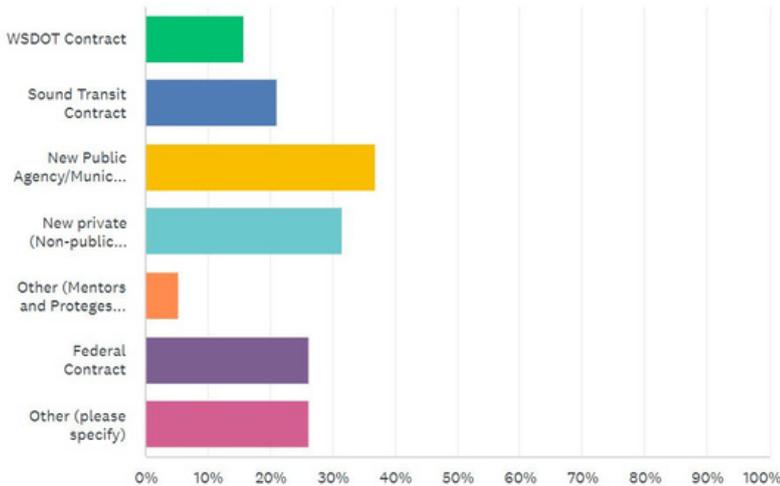
Have you been awarded a new contract in 2021?

Answered: 22 Skipped: 0



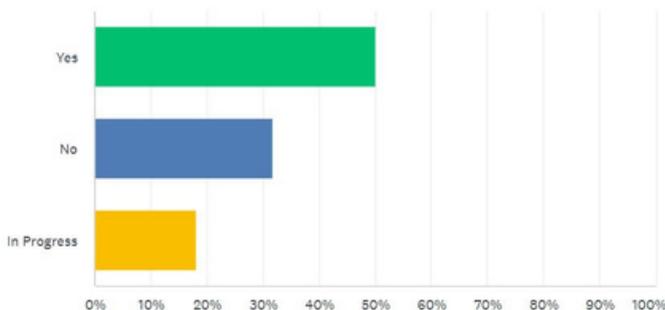
If awarded a contract, who was it with? (Mark all that apply)

Answered: 19 Skipped: 3



Has your mentor assisted you in pursuing any contracting opportunities to include WSDOT, Sound Transit, Federal, Municipality, and/or another Private Entity?

Answered: 22 Skipped: 0



IF YES, WHAT WAS THE CONTRACT VALUE?

16 Responses ranging from \$65,000 to \$25,000,000

DESCRIBE THE PROJECT OPPORTUNITY

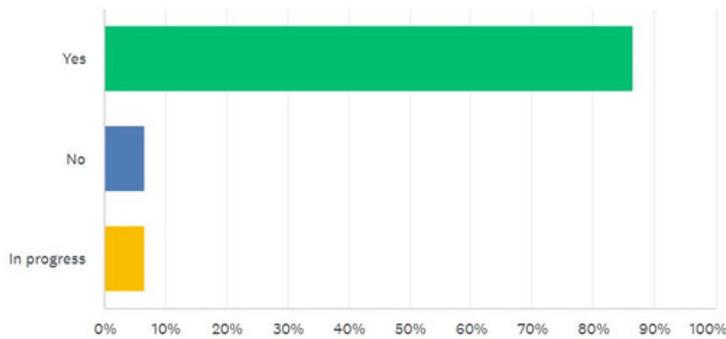
- WSDOT - WSF Vessel Maintenance & Preservation Support
- Federal - Unmanned Barge R&D
- Traffic Control
- Multi-family and Mixed use affordable Housing
- New High School project
- Port of Seattle On-Call Project Management
- Land Development
- Driven piling and drilling projects
- Construction Management Services
- Multi-year IDIQ for A/E services
- Intercity Transit & Sound Transit work
- Facilities Maintenance
- Architecture Project
- Subsurface Utility Engineering investigation
- Delivery of 3D Utility Model for Port of Seattle for the Arrivals Widening Project and the Drive Lanes Project
- 5 Year contract for Homeless Encampment Cleanup
- Local Transits Improvement
- Stations and Ferry Terminal

Contracts

The Mentors' perspectives

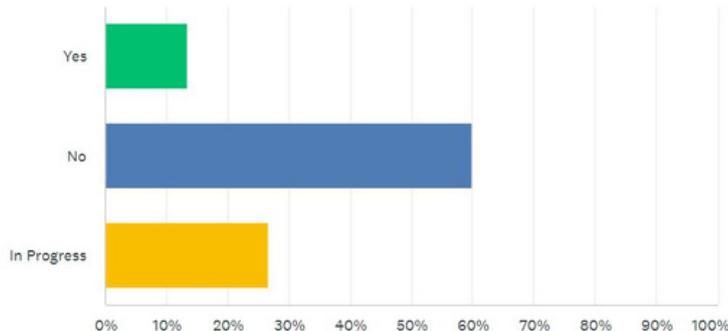
Has your company been awarded a new contract/subcontract as a prime in 2021?

Answered: 15 Skipped: 0



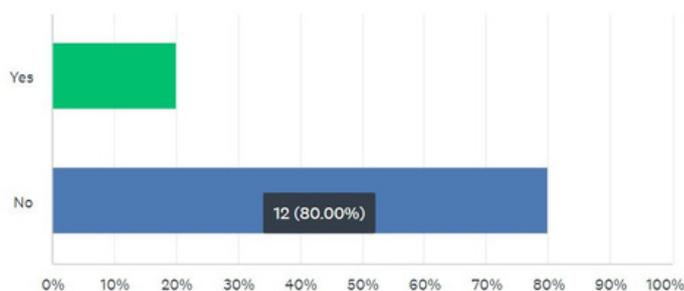
Have you partnered with your protégé to pursue contracts with WSDOT, Sound Transit, Federal, Municipality or another Private Entity?

Answered: 15 Skipped: 0



In 2021, were you able to award any subcontracting opportunity to your protégé?

Answered: 15 Skipped: 0



IF YES, WHAT WAS THE CONTRACT VALUE?

3 Responses ranging from \$500 to \$5,000,000

WHO WAS IT WITH?

- WSDOT: 50%
- SOUND TRANSIT: 28.57%
- NEW PUBLIC AGENCY/MUNICIPALITY: 50%
- PRIVATE SECTOR: 14.29%
- FEDERAL CONTRACT: 7.14%

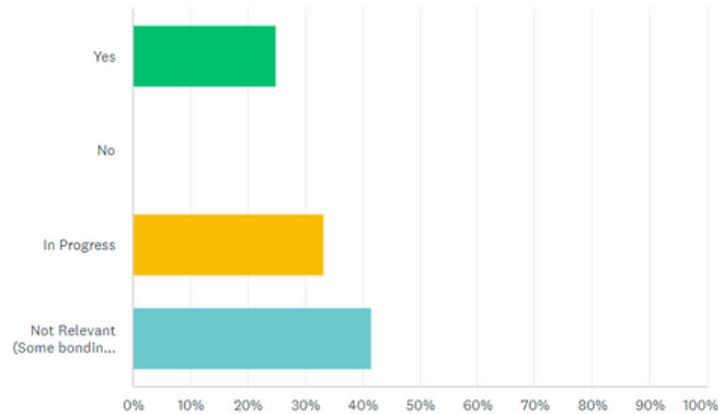
DESCRIBE THE PROJECT OPPORTUNITY

- WSDOT GEC Fish Passage program. WSDOT SR 520/148th design services during construction. Protege would be providing surveying support.
- Test Piles in Portage Bay Lake Washington shoreline restoration
- Design build projects
- WSDOT Olympic Region GEC
- Healthcare Projects
- GSA Federal Project
- Seal coating, striping, asphalt repair

Bonding Capacity & Indirect Cost Rates

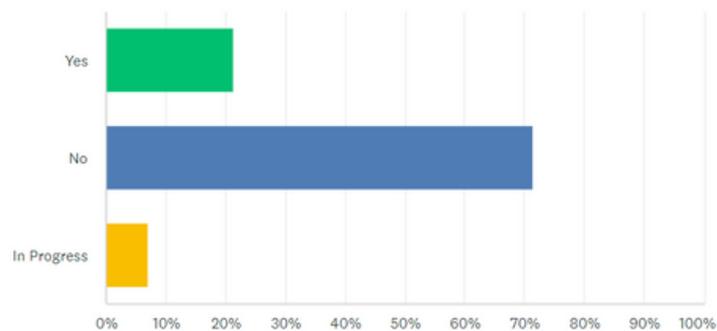
(Construction Firms Only) Has your protege worked on expanding their bonding capacity?

Answered: 12 Skipped: 3



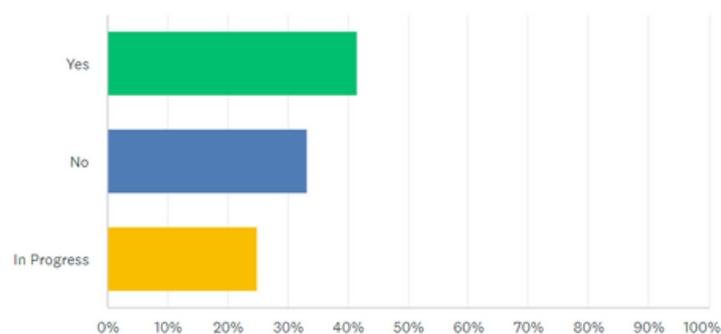
(Construction firms only) Has your mentor worked with you on expanding your bonding capacity?

Answered: 14 Skipped: 8



(Consulting/A&E Firms Only) Have you worked to establish an indirect/direct cost rate?(Attending workshops, self directed training, one-on-one technical assistance, or reached out to CBMP Project Team.)

Answered: 12 Skipped: 10



Additional Comments from participants



Protégés:

"The program has been very helpful to introduce us to our Mentor and have them utilize us on their projects."

"I enjoyed the experience but I would have preferred a construction experienced mentor."

"I sincerely appreciate your support. Thanks Darrell."

"I am really happy with the work we accomplished prior to COVID and my POC leaving Walsh. They were heavily invested in expanding RHD's steel division and the knowledge we gained working with them has been invaluable."

"Have defined guidelines and a scorecard for the Mentors. Incentivize the Mentor to award, at least a portion of a project, to their protégé. Actual hands-on experience is worth far more than a weekly or monthly conversation, etc."

"I do want to stress that our current POC is much more engaged and actively working to find an opportunity for both firms to partner. This we discussed restarting the training program, so all signs are positive now."

"We appreciated your continued support and advocating for DBEs!"

Mentors:

The survey form is an excellent way to measure and manage the effectiveness of the Capacity Building program. Thank you."

"Sometimes the needs of our Protégé were outside of our limits to provide. It would be helpful to have a list of additional resources in the community that support and advocate for smaller firms like classes and workshops."

"This year I took over the program, and my mentee and I were left to navigate on our own with no contact from the program itself until this message. Maybe that is the phase we are in, in which case, that is ok, or maybe the messages went to the wrong person in my company."

Suggestions for Improvement

Mentors:

"CBMP representatives should be facilitating meetings between large GC's and the M/P teams."

"We have tried to get a meaningful meeting with a few big contractors on WSDOT and Sound Transit projects but with no luck. Could use some help from CBMP."

Protégés:

"Actual opportunities to build capacity of small business like hiring employees, working capital to float payroll."

"Bid Design and Design Build projects should be separated and handled differently within the DBE Program. Design Build projects have different bidding approaches and barriers to entry for subcontractors to be awarded a contract versus the traditional Bid Design projects. With Bid Design projects, there should be some way that when a mentor accepts a protégé, there should be a requirement for the mentor to provide an opportunity for the protégé to gain some real work experience working for the mentor on a project. Exceptions to low bid situations or some other financial incentives need to be provided to the Mentor to incentivize them to want to award, at least a portion of a project, to their protégé. Actual hands-on experience is worth far more than a weekly or monthly conversation, etc. Unlike Bid Design WSDOT projects, there is no transparency in the selection and bid selection information regarding subcontractors that submitted bids to Primes in the Design Build process."

"We are very satisfied with the program. The big issue we have been encountering is change orders with Prime's on design build projects. However, it sounded like WSDOT will have a 3rd party panel to review CO's which would be extremely helpful in getting changes process and paid in a timelier manner."

"How WSDOT has addressed Indirect Cost Rates is having a chilling effect on DBE firms. It Seems like just one more road block to keep us from even wanting to compete. I suspect DBE participation will be down over the next two years and there is zero reason for this. There are so many talented DBE firms in our community."

Conclusion & Recommendations

The survey results revealed for the most part that CBMP Participants are mostly satisfied with the program.

Overall, an average of eighty-six percent (86%) of responding protégés reported Satisfied or Very Satisfied with the Capacity Building Mentorship Program and ninety percent (90%) think the program is a worthwhile use of their time. Ninety-six percent (96%) are Satisfied or Very Satisfied with their mentors.

On the Mentors side, an average of ninety-three (93%) mentors reported Satisfied or Very Satisfied with the program, one hundred percent (100%) think the experience is a valuable addition to their business and are Satisfied or Very Satisfied with their protégés.

In spite of the overall satisfaction, it is important to highlight the suggestions for improvements in order to continuously improve the program. Only sixty-eight percent (68%) of responding protégés affirmed that their mentors helped them, or are in the process of helping them participate in new contracts, with WSDOT, Sound Transit or private sector contracts. For the remaining thirty two percent (32%), they are still hoping for a chance to be awarded meaningful sub-contracts in size and value with their paired Primes.

Recommendations:

- A. Targeted workshops and more direct support on Indirect/Direct Cost Rate
- B. more involvement from the program management team when communicating with mentors: intervene as meeting facilitators
- C. For those firms who qualified for the DBESS Program, cross utilize resources for high touch technical assistance to build capacity
- D. Address issues in the comments sections